

**BECOME A CATALYST FOR  
CHANGE:  
LEADING CHANGE BY  
CHANGING LEADERS**

**PRESENTED BY FELTON THOMAS, JR.  
FOR NEVADA LIBRARY INSTITUTE  
SEPTEMBER 18, 2015**

# **OUR PLAYBOOK FOR THE DAY**

- 1. Participants will be able to identify their leadership strengths and opportunities.**
- 2. Participants will be able to identify strategies to address their leadership opportunities**
- 3. Participants will be able to identify community opportunities.**
- 4. Participants will understand the challenges and opportunities associated with being change agents**

# INTRODUCTIONS



**Felton Thomas  
Executive Director,  
Cleveland (OH) Public Library**

# WHAT DO WE HAVE IN COMMON?

**I have been camping in the last 12 months.**

# WHAT DO WE HAVE IN COMMON?

**I read more than 12 books last year.**

# WHAT DO WE HAVE IN COMMON?

**I have at least one cat.**



# WHAT DO WE HAVE IN COMMON?

**I am left-handed.**

WHAT DO WE HAVE IN COMMON?

**I have jumped out of an airplane.**



# WHAT DO WE HAVE IN COMMON?

**I've gone to a party in the last month.**

WHAT DO WE HAVE IN COMMON?

**I have purchased a pair of shoes for more than \$150.**

# WHAT DO WE HAVE IN COMMON?

**I have downloaded over 100 songs during the past year.**

# WHAT DO WE HAVE IN COMMON?

**I do not own a television.**

# WHAT DO WE HAVE IN COMMON?

**I dislike chocolate cake.**

# WHY SHOULD THE LIBRARY PROFESSION CHANGE?


“Even if you are on the right track, you’ll get run over if you just sit there.”

-Will Rogers

# Sign of the Times





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1. Participants will be able to identify their leadership strengths and opportunities.
  2. Participants will be able to identify strategies to address their leadership opportunities
  3. Participants will be able to identify community opportunities.
  4. Participants will understand the challenges and opportunities associated with being change agents



# STATE OF THE LIBRARY



# THE QUESTION: HOW TO BECOME A CATALYST FOR CHANGE

cat·a·lyst

'kad(ə)ləst/

noun: **catalyst**; plural noun: **catalysts**

a substance that increases the rate of a chemical reaction  
without itself undergoing any permanent chemical change.

**a person or thing that precipitates an  
event.**

# CREATING A CHANGE FRIENDLY ENVIRONMENT

- **We must embrace “Emergent Leadership”.**
- **We must develop strategies to become community deficit fighters.**
- We must create a set of nationwide recognized best practices, that libraries agree to follow.

# WHERE ARE ALL THE LEADERS?

- Leadership industry has exploded over the last thirty years
- A Google search of leadership books returns more than 84 million results
- Leadership has become an industry in which more than \$50 billion is spent annually
- However, there is no evidence that leadership in our country and around the world has improved.

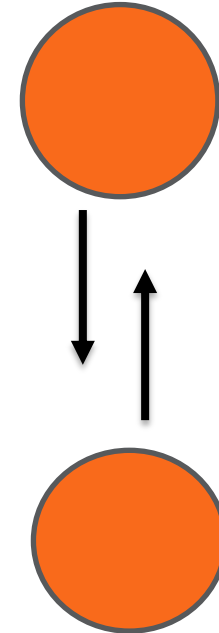
- Barbara Kellerman (2012) *The End of Leadership*

# A DEFINITION OF LEADERSHIP

**“Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.”**

-Peter Northouse (2014) *Leadership: Theory and Practice*

- Leadership is a process
- Leadership involves influencing others
- Leadership happens in the context of a group
- Leadership involves reaching a goal
- Goals are shared by both leaders and followers



# WHY ARE WE HERE?

- **Many leadership programs are in the business of creating “super leaders”**
  - Leaders who, by sheer will and charisma, lead organizations to success
- **This is unlikely or impossible for most people and organizations.**
- We believe that organizations and leaders are successful when they encourage **everyone** to be **fully engaged** and to **be their best self** at work.



# ROCK, PAPER, SCISSORS CHALLENGE





# EMERGENT LEADERSHIP

- Emergent **leaders are not appointed or elected – they emerge over time through interactions** with the group.

# EMERGENT LEADERSHIP

- You don't have to be a "born leader" to lead.
- You don't have to have a title to lead.
- You don't have to lead all the time.
- You don't have to follow all the time.

"In order for large groups to govern themselves effectively, some must be willing to be leaders, others must be willing to be followers, and the majority must be willing to go along with this arrangement.

-Robert Michels



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# CHARACTERISTICS OF EMERGENT LEADERS

- Are continuously learning
- Successfully navigate moving in and out of leadership roles
- Can see the big picture and solve problems successfully and creatively
- Are good at collaborating with others and have strong social awareness
- Maintain humility

- Stuart R. Levine "The Skills Required for Emergent Leadership"

<http://www.cutimes.com/2014/04/20/the-skills-required-for-emergent-leadership>

# SUPPORTING EMERGENT LEADERS

- Listen - create opportunities for multidirectional communication
- Be consistent, fair, and predictable – set the parameters and turn people loose
- Encourage staff to be remarkable
- Share power and information generously
- Create an environment in which everyone has the freedom to make some choices about their activities
- Encourage colleagues to interact with and help each other
- Involve staff in decision-making; give them the time and resources to keep up with organizational news, stay current on professional trends, and become involved on committees and taskforces
- Foster a sense of ownership and responsibility

# CHALLENGES TO EMERGENT LEADERSHIP

- A failure to embrace your leadership development responsibilities.
- Leadership legacies
- A disdain for diversity
- An unwillingness to challenge tradition

# DUCK, DUCK, LEADER – IN GROUPS

**Think about the people in your library and identify a person who you consider to be a leader (you won't have to share names).**

1. Make a list of the skills or qualities that you think make him or her a leader.
2. Then, in your group, create a list of the skills or qualities that you agree are important based on your chosen leadership examples.



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# PART II: THE COMMUNITY DEFICIT FIGHTER







# People's University



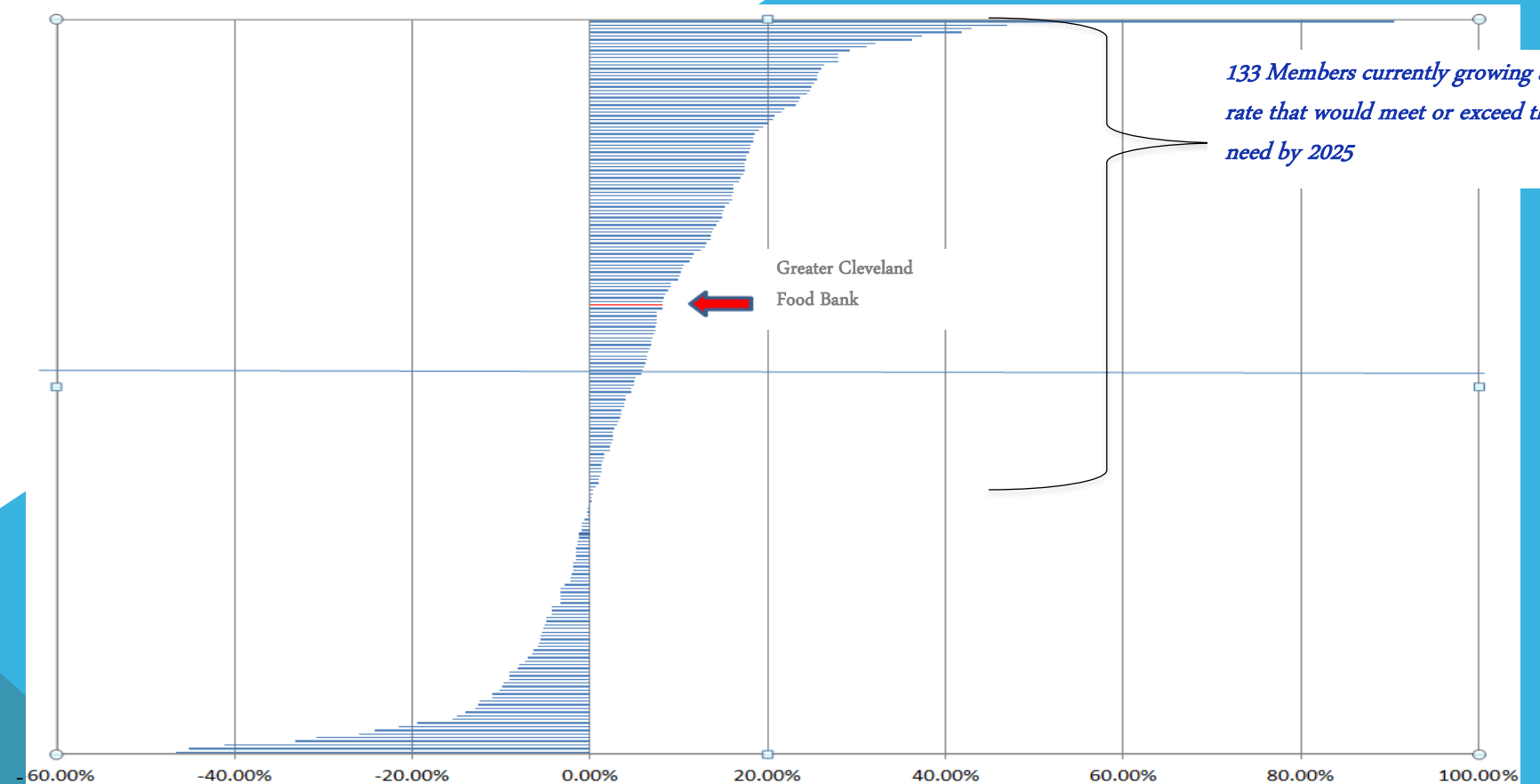






## National Goal: Close Meal Gap by 2025

*Difference Between Current Growth Rate  
and Growth Rate Needed to Meet the Need*



*Nationally:*

- *The meal gap is at 3 billion meals*

*Locally:*

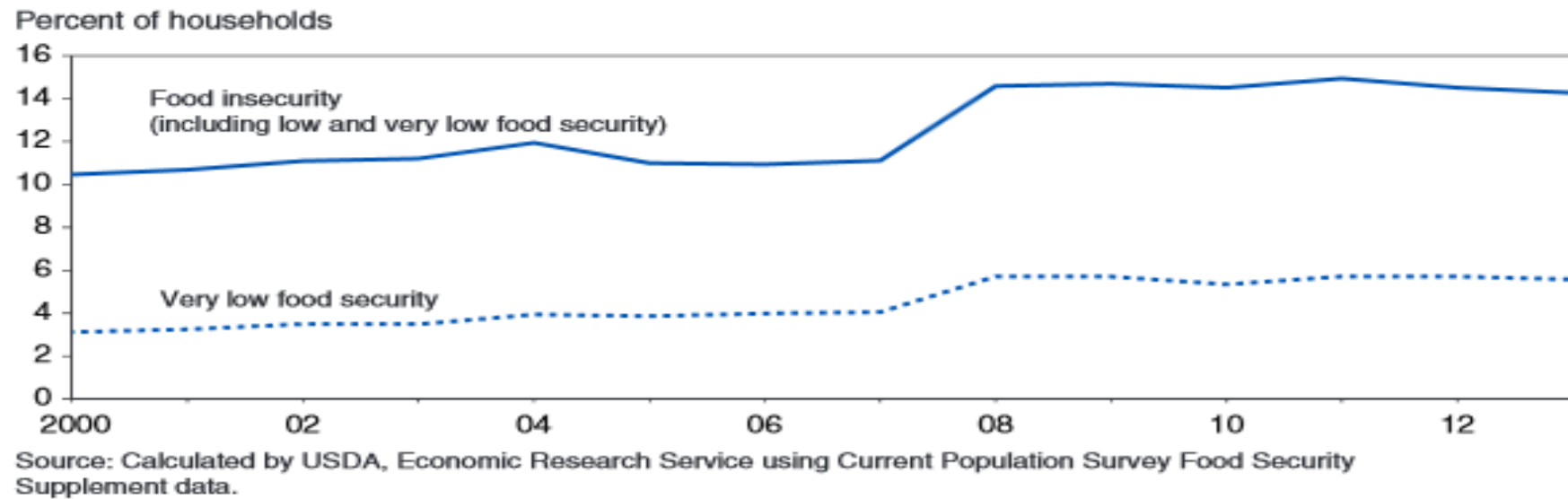
- *The meal gap is at 58 million meals*

Closing local meal gap by 2025





Food Insecurity spiked in 2008 and hasn't really changed....







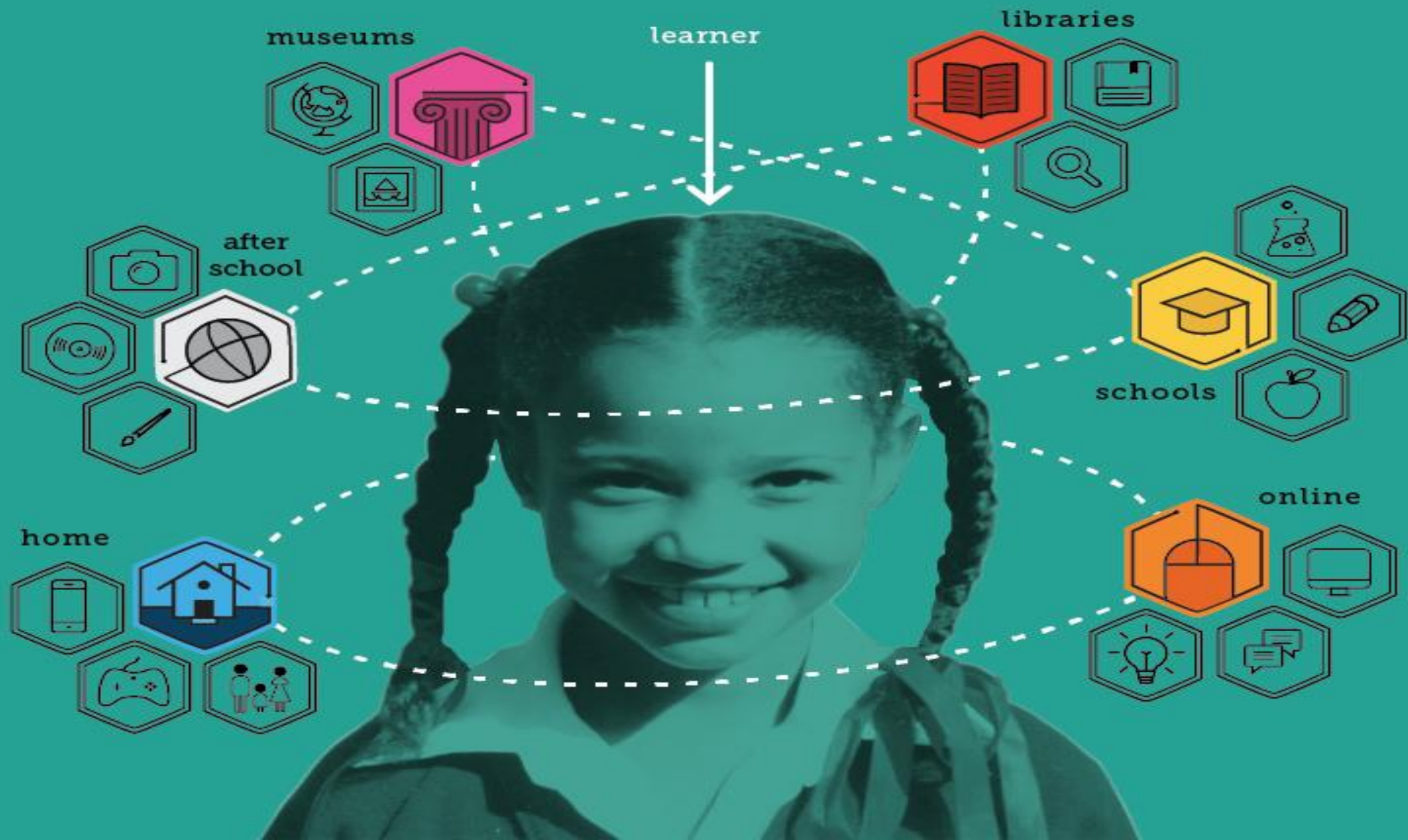
# PART III: THE MANAGERIAL LEADER & THE REMARKABLE EMPLOYEE

“The library is a place to catalyze curiosity.

Curiosity, serendipity, and imagination are things libraries can do well”.

-John Seely Brown







# THE PILLARS

## Learning Networks

Learners need to be at the center of new learning networks

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## Equity of Access

Every student should have access to learning networks

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## Interoperability

Learning networks need to be interoperable

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## Digital Age Literacies

Learners should have the literacies necessary to utilize media as well as safeguard themselves in the digital age


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## Trusted Environments

Students should have safe and trusted environments for learning

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# RECOMMENDATIONS

1. Redesign learning environments to empower learners to learn any time, any place and at any pace, both in school and beyond.
  2. Enhance the ability of educators to support and guide learners in a networked learning environment.
  3. Build an infrastructure that will connect all students in all of the places they learn.
  4. Support the maximum feasible degree of interoperability across learning networks.
  5. Adopt policies to incorporate digital, media and social-emotional literacies as basic skills for living and learning in the digital age.
  6. Create Trusted Environments for Learning.
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# TASK FORCE RECOMMENDATION 1:

REDESIGN LEARNING ENVIRONMENTS TO EMPOWER LEARNERS TO LEARN ANY TIME, ANY PLACE AND AT ANY PACE, BOTH IN SCHOOL AND BEYOND.



# TASK FORCE RECOMMENDATION 2:

ENHANCE THE ABILITY OF EDUCATORS TO SUPPORT AND GUIDE LEARNERS IN A NETWORKED LEARNING ENVIRONMENT.



# TASK FORCE RECOMMENDATION 3:

BUILD AN INFRASTRUCTURE THAT WILL CONNECT ALL STUDENTS IN ALL OF THE PLACES THEY LEARN.



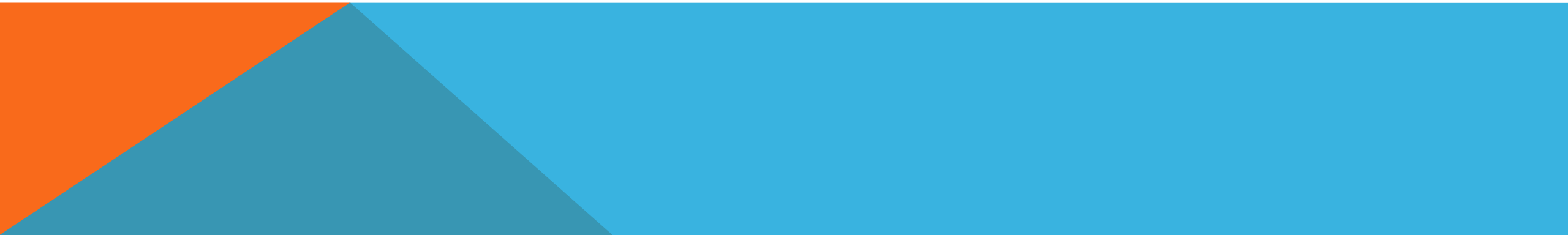
# TASK FORCE RECOMMENDATION 4:

SUPPORT THE MAXIMUM FEASIBLE DEGREE OF  
INTEROPERABILITY ACROSS LEARNING NETWORKS.



# TASK FORCE RECOMMENDATION 5:

ADOPT POLICIES TO INCORPORATE DIGITAL, MEDIA AND SOCIAL-EMOTIONAL LITERACIES AS BASIC SKILLS FOR LIVING AND LEARNING IN THE DIGITAL AGE.



# **TASK FORCE RECOMMENDATION 6:**

CREATE TRUSTED ENVIRONMENTS FOR LEARNING.





# PART IV: TIPS TO BEING THE BEST LEADER YOU CAN BE

# THREE TIPS

## 1) Eat that frog.

- Brian Tracy (2007) *Eat that frog!:* 21 great ways to stop procrastinating and get more done in less time.



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# THREE TIPS

## 2) The power of full engagement

- *The Power of Full Engagement* (2004) Jim Loehr and Tony Schwartz



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# THREE TIPS

## 3) Authenticity



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**“The key to success is  
resilience. The key to  
being resilient are  
options.”**

# WIDEN THE LENS – LEADERSHIP READING LIST

- 1) ICMA (International City/County Management Association) Smartbrief:  
<http://www2.smartbrief.com/getLast.action?mode=sample&b=icma>
- 2) Harvard Business Review- Free Email Newsletters: <https://email.hbr.org/preference-center>
- 3) *Leadership on the Line: Staying Alive Through the Dangers of Leading* (2002) Martin Linsky & Ronald A. Heifetz
- 4) *Leadership: Theory and Practice* (2013) Peter Northhouse
- 5) *The End of Leadership* (2012) Barbara Kellerman
- 6) *On Becoming a Leader* (2009) Warren Bennis
- 7) *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations* (2012) James M. Kouzes and Barry Z. Posner
- 8) *Managing Transitions: Making the Most of Change* (2009) William Bridges & Susan Bridges
- 9) *Resonant Leadership: Renewing Yourself and Connecting with Others Through Mindfulness, Hope, and Compassion* (2005) Richard Boyatzis and Annie McKee
- 10) *Reframing Organizations: Artistry, Choice, and Leadership* (2008) Lee G. Bolman and Terrence E. Deal

QUESTIONS?



I WILL...

MAKING A PERSONAL COMMITMENT TO GROWTH

THANK YOU!

**CONTACT US**

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